United Nations DP/2009/8

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
12 December 2008

Original: English

First regular session 2009
19 to 22 January 2009, New York
Item 3 of the provisional agenda
Country programmes and related matters

Proposed measures for the resumption of programme operations in the Democratic People's Republic of Korea*

Chapter		Paragraphs	Page
I.	Background	1-2	2
II	Proposed measures for the resumption of the UNDP programme in the Democratic People's Republic of Korea	3-22	2
	A. Authorization to resume programme operations and approve assistance on a project-by-project basis	3-10	2
	B. Human resources	11-17	3
	C. Finance and banking	18-22	5
III.	Conclusion	23	5

*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the current report.

08-64640 (E) 291208

I. Background

1. At the second regular session 2008 of the Executive Board, UNDP presented a 'road map' for the possible resumption of UNDP activities in the Democratic People's Republic of Korea. The 'road map' envisaged consultations with all stakeholders resulting in a submission to the Board at its first regular session 2009 of a proposed package of measures and a country programme to facilitate resumption of UNDP activities. The President of the Board recommended that UNDP proceed with the 'road map' and the Board approved the inclusion of the Democratic People's Republic of Korea under the 'country programmes' agenda item in the tentative work plan for the first regular session 2009.

2. In implementing the 'road map', UNDP is now formally submitting a package of proposed measures for the resumption of UNDP programmes in the Democratic People's Republic of Korea for consideration by the Executive Board. The present document requests the Executive Board to authorize the Administrator to approve assistance to the Democratic People's Republic of Korea on a project-by-project basis, and outlines (a) the programme interventions to be supported by UNDP, and (b) the operational modalities to be used, particularly in the areas of programme implementation, human resources and finance. The present document thus responds to the benchmarks for resumption of the UNDP programme in the Democratic People's Republic of Korea agreed with the Board in January 2007. Subject to endorsement by the Board, UNDP will formalize with the Democratic People's Republic of Korea the operational modalities described in the present document.

II. Proposed measures for the resumption of the UNDP programme in the Democratic People's Republic of Korea

A. Authorization to resume programme operations and approve assistance on a project-by-project basis

3. With reference to the Secretary General's call for United Nations reform and the 1998 triennial comprehensive policy review for a country-driven, collaborative and coherent response by the United Nations system, UNDP policies and procedures specify that UNDP country programmes must be formulated within, and contribute to, broader United Nations system development goals and programming processes, including a common country assessment and an agreed United Nations development assistance framework.

4. In November 2008, the United Nations Asia-Pacific Regional Directors' Team, approved a one-year extension of the ongoing United Nations Strategic Framework for the Democratic People's Republic of Korea until the end of 2010. The next harmonized programming cycle will, accordingly, start in 2011. The United Nations country team in the Democratic People's Republic of Korea plans, in the near future, to embark on an assessment of results under the current Strategic Framework for the Democratic People's Republic of Korea, The country team will also jointly develop a new Strategic Framework, and organization-specific programmes, for the harmonized cycle beginning in 2011. In conformity with United Nations and UNDP programming processes, UNDP will develop its next country programme in the Democratic People's Republic of Korea together with the rest of the United Nations country team.

5. Given the exceptional circumstances faced by the UNDP programme in the Democratic People's Republic of Korea, UNDP is now requesting the Executive Board to authorize a resumption of UNDP programme activities there. All planned programme interventions in 2009 and 2010 will be consistent with the support of sustainable human development objectives.

6. UNDP will initially resume seven projects that were suspended in March 2007. The projects that UNDP seeks to resume are:

(a) Sustainable rural energy development programme

(b) Improved seed production for sustainable agriculture

(c) Strengthening of the food and agriculture information system

(d) Reduction of post-harvest losses for food security

(e) Small wind energy promotion

(f) Statistics for the Millennium Development Goals/quality of life report for the Democratic People's Republic of Korea

(g) Support project for environment programme

7. UNDP also seeks the authorization of the Executive Board for the Administrator to approve additional projects in the Democratic People's Republic of Korea on a project-by-project basis for the period 2009-2010. UNDP will report to the Board on these approved projects at its next session following their approval. These interventions are expected to be in the areas of environmental protection, aid coordination, provision of basic social services to vulnerable groups, and promotion of South-South cooperation.

8. *Programme implementation modalities.* Programme implementation will be through direct execution and execution by United Nations organizations. Accordingly, there will be no cash advances to the Government.

9. *Programme monitoring and evaluation arrangements.* UNDP is committed to strengthening its monitoring and evaluation practices in the Democratic People's Republic of Korea. The objective is to increase the impact of programmes that reduce poverty and contribute to achievement of the Millennium Development Goals, while remaining accountable to the Executive Board for ensuring that resources are spent efficiently and for their intended purposes. To that end, UNDP has prepared a monitoring and evaluation plan entitled 'An Agenda for Results, Programme Accountability and Reporting' that will be implemented in the Democratic People's Republic of Korea.

10. The authorities in the Democratic People's Republic of Korea, in discussions with UNDP, have confirmed that UNDP will have unhindered access to project sites, as necessary for the implementation, monitoring and oversight of its programmes. UNDP will verify delivery of all equipment to project sites and will ensure that international personnel conduct an annual physical verification of project equipment against inventories.

B. Human resources

11. At the first regular session 2007 of the Executive Board, UNDP indicated that it would "discontinue sub-contracting of national staff via government recruitment"[1]. While recognizing that it operates in a range of environments with varying levels of complexity, UNDP seeks to align operational modalities in the Democratic People's Republic of Korea with organization-wide practice. In the area of human resources,

[1] DP/2007/15, paragraph 33(e) (ii)

this would imply a change to recruitment on a competitive basis; hiring modalities that embody agreement with the individual, taking into account the United Nations Staff Regulations and Rules; and direct payment of salaries and entitlements to the individual.

12. It should be noted that Article 16 of the Laws and Regulations on Foreign Investment of the Democratic People's Republic of Korea prohibits direct employment of its nationals by foreign entities. It should also be noted that no private labour market exists in the Democratic People's Republic of Korea where prospective employers can, on a bilateral basis, contract with individuals for employment. The administration of the entire labour workforce is centralized under government control, as stipulated in Article 16 of the Laws and Regulations on Foreign Investment.

13. Following intensive discussions with the authorities in the Democratic People's Republic of Korea, hiring modalities for national personnel will be as described below.

14. A tripartite agreement will be signed by the three parties (the Democratic People's Republic of Korea, UNDP and the selected national) in which the Government of the Democratic People's Republic of Korea will agree to release the selected national to UNDP under terms and conditions specific to the relevant labour exchange agency, including release and return arrangements. The agreement will further include the terms and conditions of the assignment, the official job description, and the rights, obligations, salaries and entitlements. The terms and conditions of the assignment will reflect the 100-Series staff rules for nationals of the Democratic People's Republic of Korea working as staff members in the UNDP country office. For nationals working in UNDP-funded development projects, the agreement will reflect the terms and conditions of the UNDP service contract modality.

15. The following process will apply for the *identification and selection* of nationals of the Democratic People's Republic of Korea to work in the UNDP country office or UNDP-funded projects:

(a) UNDP will submit the classified job description for the vacant post/position to the Government.

(b) The Government will share all job descriptions with relevant line ministries to ensure that sourcing is as open as possible. The Government will further ensure that the most qualified candidates, with the appropriate competencies and skills, are identified.

(c) The Government will provide a short list of a minimum of three candidates for consideration by UNDP.

(d) UNDP will select the most suitable candidate through a formal interview process and written test, as required.

(e) The Government will agree to release the candidate to UNDP for an uninterrupted period of service of three years or more.

16. The Office of Human Resource Management in the United Nations Secretariat will establish an official salary scale for the support service and national professional categories for the Democratic People's Republic of Korea. The new salary scale will be the only one applicable to the core staff assigned to the Democratic People's Republic of Korea and will include additional allowances, such as dependency and language allowances. For individuals working in UNDP-funded projects, a separate remuneration scale will be established using the methodology applicable to holders of service contracts.

17. Total net payment of monthly salaries/remuneration will be disbursed directly to each individual, in his or her name, through individual cheques or by transfer to individual bank accounts.

C. Finance and banking

18. At the first regular session 2007 of the Executive Board, UNDP indicated that it would "end all payments in hard currency to governments, national partners, local staff and local vendors"[2].

19. UNDP has agreed with the Government of the Democratic People's Republic of Korea that local payment modalities will be as follows: local payments by UNDP to the Government, other national institutions, local staff and local vendors, will be paid in convertible Korean Won. Payments from government contributions to local office costs will be made in non-convertible Korean Won. Travel entitlements of nationals of the Democratic People's Republic of Korea on official travel overseas will be paid in Euros. The country office will establish a small Korean Won petty cash fund and a small Euro petty cash fund for minor local payments. Given the restricted commercial environment in the Democratic People's Republic of Korea, the Euro petty cash fund will be used only exceptionally, in order to sustain the UNDP programme.

20. It should be noted that upon resumption of activities in the Democratic People's Republic of Korea, UNDP will resume providing financial and administrative support services to all non-resident organizations of the United Nations system. During the suspension period, that function has been carried out by the World Food Programme.

21. UNDP and the Government of the Democratic People's Republic of Korea have agreed that the Korea Foreign Trade Bank – the only bank available for foreign entities in DPRK – will have to meet global UNDP banking standards for minimum service requirements. These standards establish, inter alia, minimum requirements for the accuracy, timeliness and comprehensiveness of bank statements, records and transactions. The Government has pledged that UNDP will receive the best available rate of exchange for its foreign currency transactions.

22. The Government has confirmed its agreement not to use the UNDP name or emblem for any purpose without the express written consent of UNDP.

III. Conclusion

23. The Executive Board is invited to authorize UNDP to implement the proposals contained in the present document.

---

[2] DP/2007/15, paragraph 33(e) (i)

United Nations DP/2008/9

Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund

Distr.: General
5 December 2008

Original: English

First regular session 2008
21 to 28 January 2008, New York
Item 4 of the provisional agenda
Evaluation

Management response to the evaluation of the UNDP contribution to South-South cooperation*

1. UNDP appreciates the opportunity provided by this evaluation to review its role in supporting South-South cooperation, and for the guidance it contains to strengthen UNDP efforts to further mainstream South-South Cooperation across the strategic plan focus areas.

2. UNDP is the leading advocate within the United Nations system for South-South approaches to development. It fulfils this role through its support to the High-level Committee on South-South Cooperation and to numerous forums for South-South policy dialogue. It leads the preparations of analytical studies and United Nations system guidelines on South-South cooperation as well as biennial reports by the Administrator and by the Secretary General to inter-governmental bodies on the state of South-South cooperation. Together, these and other activities have contributed to raising the profile of the South-South dimension of development among key policy makers.

3. UNDP promotes increased reliance on the collective resources and experience of the South – not as a replacement of support from the North but as a complement to it – through various processes of economic and social cooperation. By forging stronger links that expand the flows of finance, trade, technology and skills within the South and by taking greater advantage of available assets in the South, South-South cooperation accelerates the development of all programme countries.

4. Specific examples of the results of UNDP support to South-South cooperation at the regional and country levels are mentioned in paragraph 11 below. UNDP will take these and other lessons learned and best practices into consideration as part of its efforts to further enhance its contribution to South-South cooperation.

* The compilation of data required to provide the Executive Board with the most current information has delayed submission of the present report.

07-62812 (E) 211207

5. The Special Unit for South-South Cooperation, its distinct status notwithstanding, constitutes an essential element of UNDP, and any strengthening of the UNDP contribution to South-South Cooperation must build upon this reality. UNDP is committed to stepping up its overall contribution to South-South cooperation by making better use of capacities across the organization. UNDP will strengthen the capacity of the Unit to facilitate the provision of intellectual, technical and organizational support for South-South cooperation from all across UNDP – including at the intra-regional level, through regional programming.

6. To do this, UNDP will undertake a review of roles and responsibilities with respect to South-South cooperation at headquarters, regional and country levels, with a view to bolstering its overall corporate engagement on the issue and highlighting the integral role that all units and staff, including the Special Unit, can and should play within the framework of the UNDP strategic plan, 2008-2011.

7. The relationship within UNDP between the Special Unit and the organization as a whole is complex. In the context of United Nations reform efforts, it is important to take full account of this complexity in reassessing the nature of relationships and the division of responsibilities.

8. All efforts to strengthen the UNDP contribution to South-South cooperation should distinguish between the different roles that UNDP plays in this respect, including:

(a) The leadership role assigned to UNDP in regard to South-South cooperation, designating the Administrator as the convener of the High-level Committee on South-South Cooperation, with responsibility for delivering on South-South cooperation within that broader framework;

(b) As established in General Assembly resolution 34/213, and most recently underscored in resolution 59/250, the management of the resident coordination system, which continues to be firmly anchored in UNDP.

(c) The operational role of UNDP in support of national development plans and strategies.

9. UNDP is committed to establishing a more effective, integrated approach to South-South cooperation, based on a clearer division of responsibilities for South-South cooperation across the organization and on a closer, mutually supportive collaboration with the Special Unit. Key aspects of this approach will include:

(a) A more focused and strategic Fourth Cooperation Framework for South-South Cooperation, situated within the context of the updated UNDP strategic plan. The framework and the plan are the two pillars of a comprehensive, integrated UNDP strategy to support South-South cooperation.

(b) Strengthened strategic partnerships for South-South cooperation within and outside the United Nations system, within the framework of the UNDP strategic plan and the Fourth Cooperation Framework for South-South Cooperation.

(c) More effective internal and external processes of consultation and prioritization of demand for South-South cooperation, based on strict criteria.

(d) Improved follow-up on requests to the Administrator via inter-governmental processes concerning South-South initiatives that require a multilateral response.

(e) The leveraging of UNDP and United Nations knowledge networks for South-South cooperation.

(f) Identification and implementation of pilot initiatives for mainstreaming South-South Cooperation within the context of the updated UNDP strategic plan development results framework, while maximizing opportunities for scaling up.

10. The evaluation report recommends that the Special Unit adhere to the selection criteria presented in the Buenos Aires Plan of Action, the New Directions Strategy for Technical Cooperation amongst Developing Countries and the United Nations guidelines on South-South cooperation. The current review of operational activities in the Triennial Comprehensive Policy Review process in the General Assembly includes South-South cooperation. The outcome of that process should also influence how UNDP takes forward the opportunities for greater United Nations contributions to development effectiveness using the South-South cooperation platform.

11. With respect to specific findings, UNDP acknowledges that while it has consistently given South-South cooperation organizational priority, it is often left to the individual initiative of UNDP managers to drive South-South cooperation at the regional and country levels. In addition, many of the South-South cooperation activities supported by UNDP are not formally recognized as such, often as the unintentional result of their effective mainstreaming into regular UNDP programmes and projects.

12. The evaluation identifies a number of examples of the UNDP commitment and contribution to South-South Cooperation, many of which have not been so categorized, including:

(a) UNDP support for the *New Partnership for Africa's Development* (NEPAD), a regional effort that started in 2004. The support has helped fund 20 studies, create a roster of 3,000 African experts for recruitment of staff and consultants, revamp the NEPAD website and prepare the four-year strategic plan of NEPAD.

(b) The long-term UNDP commitment to the Association of Southeast Asian Nations (ASEAN), dating back to its inception in 1967. Currently, the $1.45 million ASEAN-UNDP partnership facility focuses on the policy issues related to regional economic integration, with an emphasis on minimizing the short-term adjustment costs in Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam.

(c) The establishment of the International Poverty Centre in Brasilia, a joint project between UNDP and the Brazilian Government to promote South-South cooperation on applied poverty research and training.

(d) The support provided by the regional programme for Europe and the Commonwealth of Independent States to cross-border efforts to overcome the lingering consequences of the Chernobyl nuclear disaster, involving local communities and governments.

(e) National and regional human development reports, which regularly utilize South-South exchanges. The well-known series of Arab human development reports have engaged Arab scholars from across the region and have led to intra-regional cooperation initiatives.

13. There are many more examples than those mentioned in the evaluation, including the many workshops, technical support and studies, and high level conferences to facilitate South-South cooperation in Africa that UNDP has undertaken with the Economic Commission for Africa, the African Union, and African Development Bank, as well as numerous cooperation activities conducted by UNDP country offices in all regions to promote technical cooperation among developing countries.

14. UNDP agrees that there is a need for a comprehensive inventory of such activities, along with adequate institutional strategies, clear collaborative arrangements and institutional mechanisms, and focused, proactive corporate guidance and support to assist regional bureaux and country offices in operationalizing and documenting the UNDP contribution to South-South cooperation.

15. UNDP acknowledges that its extensive capacity with respect to regional service centres, thematic knowledge networks and communities of practice should be leveraged further to facilitate South-South cooperation more systematically and to codify experiences and best practices for learning purposes. Interregional South-South cooperation will be enhanced through improved coordination and communication among global thematic centres and programmes, regional centres, regional communities of practice, country offices, and United Nations system partners. Synergy with the UNDP global and regional cooperation frameworks is an essential aspect of achieving a strengthened contribution to South-South cooperation through a focus on results and clear assignment of responsibilities.

16. UNDP agrees that more should be done to build on experience and leverage the strengths of the United Nations system to promote South-South cooperation. In so doing it should utilize the knowledge systems highlighted in paragraph 13 of the present report, within the context of the strategic plan target of establishing networks – including South-South networks – for United Nations system-wide support to boost local entrepreneurship, private-sector development and civil society in at least 50 countries by 2009, in collaboration with United Nations partners.

17. UNDP acknowledges that its role in middle-income countries needs to be reviewed and clarified, and the organization is now engaged in that exercise. Without question, the role of UNDP should include facilitating and promoting South-South cooperation, based on the demand in each country and each regional context.

18. The annex on the following pages outlines the main conclusions and recommendations of the report and the UNDP response, including steps that the organization is taking to address the issues raised by the evaluation.

Annex
Key recommendations and management response

Recommendation 1. The Fourth Cooperation Framework for South-South Cooperation managed by the Special Unit should be shaped around three activity streams – knowledge sharing, policy development and advocacy, and catalysing innovation. Initiatives in each of the streams should be time-bound and results-oriented.				
Management response. The evaluation recognizes that the three platforms of the Third Cooperation Framework for South-South Cooperation – which are analogous to the proposed three activity streams – provide useful conceptual tools for identifying areas for South-South interventions. The Fourth Cooperation Framework will provide UNDP with the opportunity to build on the three platforms in order to fully realize the progress made over the previous three years.				
Key actions	**Time frame**	**Responsible units**	**Tracking***	
			Comments	**Status**
1.1 **Prepare a results-oriented Fourth Cooperation Framework** with outcomes, outputs and targets concerning policy development and advocacy; South-South solutions exchange; piloting best practices and innovations; and strengthening the coherence of United Nations support for South-South cooperation.	2008	The Special Unit for South-South Cooperation (SU/SSC), supported by the Bureau for Development Policy (BDP), the Bureau for Crisis Prevention and Recovery (BCPR), the Partnerships Bureau and the Operations Support Group (OSG)		
1.2 **Strengthen the Web of Information for Development** to serve as a more effective knowledge repository of South-South cooperation experience, and support other initiatives – especially within UNDP and other United Nations organizations – with measurable outcomes and output indicators for South-South knowledge and experience sharing.	2008	SU/SSC;BDP, supported by BCPR, regional bureaux and country offices		
1.3 In collaboration with United Nations organizations and agencies, **improve policy development and advocacy for South-South cooperation** through more effective servicing by the Administrator of the High-level Committee, intergovernmental policy dialogue and advisory services to governments, and support to United Nations-wide efforts to develop strategies for more effective South-South cooperation.	2008-2011	SU/SSC and the Executive Office, supported by BDP, BCPR and the Partnerships Bureau		
1.4 In collaboration with other UNDP units and associated organizations, identify and catalyse the United Nations to **pilot innovative mechanisms and development solutions that are time-bound, results-oriented and that have potential for scaling up.**	2008-2011	SU/SSC, supported by BDP, BCPR, regional bureaux and country offices		

Recommendation 2. In programming initiatives, the Special Unit should adopt strict criteria, and leverage the capacities of UNDP and other relevant United Nations organizations to enhance the contribution of South-South cooperation to development effectiveness				
Management response. The Special Unit will develop stricter criteria for use by the UNDP Administrator in identifying priority South-South activities to be supported by UNDP and partners. Those criteria will be reflected in the Fourth Cooperation Framework. Also, in line with the UNDP strategic plan, the Special Unit will collaborate with other relevant UNDP units to further develop networks and communities of practice and establish "networks, including South-South networks, for United Nations system-wide support to boost local entrepreneurship, private-sector development and civil society in at least 50 countries by 2009, in collaboration with United Nations partners".				
Key actions	**Time frame**	**Responsible units**	**Tracking**	
			Comments	**Status**
2.1. **Develop corporate guidance for support to South-South Cooperation** that communicates a shared understanding of the concept and includes revised guidance to United Nations country teams on mainstreaming South-South Cooperation into UNDAFs and incorporating revised criteria to be used by UNDP for prioritizing initiatives.	2008-2009	SU/SSC and OSG, supported by BDP and the United Nations Development Group Office (UNDGO)		
2.2. **Strengthen existing and establish new South-South networks**, including for United Nations system-wide support, in collaboration with United Nations partners.	2009	SU/SSC and BDP, supported by the Partnerships Bureau, BCPR, UNDGO, and the regional bureaux		

Recommendation 3. UNDP should develop a corporate strategy on South-South cooperation that addresses emerging issues; draws on its own experience; integrates all its programme frameworks, and is underpinned by resources, incentives and accountability.				
Management response. This recommendation responds to the conclusion that "UNDP has not developed at the corporate level a robust and proactive approach to South-South cooperation. UNDP acknowledges that an overall strategy is needed. UNDP is committed to doing this within the framework of its updated strategic plan, including the revised development and institutional results frameworks to be submitted to the Executive Board at its annual session 2008 and through a fourth cooperation framework that is comprehensive yet strategic, and flexible enough to respond to emerging demands, and that identifies specific deliverables as well as a clear division of labour within UNDP, with incentives and clear lines of accountability. While UNDP is committed to mainstreaming South-South cooperation across the four UNDP focus areas, it believes that there is benefit in taking a strategic approach by prioritizing its corporate South-South cooperation efforts around poverty reduction and the achievement of the Millennium Development Goals. UNDP will also work to ensure that any pilot activities in this context contain adequate scaling-up and/or exit strategies.				
Key actions	**Time frame**	**Responsible units**	**Tracking**	
			Comments	**Status**
3.1 **Prepare and obtain approval of the Fourth Cooperation Framework,** to include: (a) deliverables linked to outcomes within the strategic plan development results framework, and assignation of resources for these deliverables; (b) clarification of roles and responsibilities for promoting South-South cooperation within UNDP; (c) analysis of emerging issues; and (d) integration of all relevant programme frameworks, resources, incentives and lines of accountability.	First quarter 2008	SU/SSC supported by BDP,BCPR, BRSP and OSG		
3.2 Leveraging its global knowledge network, **undertake a global inventory of South-South cooperation results** achieved by UNDP, to codify experiences and best practices and to serve as a baseline for future assessment.	2008	SU/SSC and BDP, supported by BCPR, regional bureaux and country offices		
3.3 **Undertake a consultation process on specific opportunities for scaling up the impact of South-South cooperation for development,** in the context of the UNDP strategic plan and the Fourth Cooperation Framework, to identify where the capacities of the UNDP global knowledge network and the capacities of participating countries can be leveraged optimally.	2008	SU/SSC and BDP, supported by BCPR, regional bureaux and country offices		
3.4 **Monitor, report on and evaluate** the results of the Fourth Cooperation Framework and relevant aspects of the UNDP strategic plan, applying corporate UNDP monitoring and evaluation systems and tools.	2009-2011	SU/SSC and OSG, supported by BDP, BCPR, regional bureaux and country offices		

Recommendation 4. Define clear collaboration arrangements between the Special Unit and UNDP				
Management response. UNDP agrees with this recommendation and will take two specific steps towards defining these arrangements: (a) Clarification of roles and responsibilities across UNDP units for promotion of and support to South-South Cooperation and elaboration of those arrangements within the Fourth Cooperation Framework; (b) Inclusion of South-South cooperation in the corporate UNDP effort to define and approve "memoranda of understanding and/or action plans agreed with United Nations partners to ensure a practical division of labour and to create synergies", one of the key United Nations coordination results in the strategic plan.				
Key actions	**Time frame**	**Responsible units**	**Tracking**	
			Comments	**Status**
4.1 Within the Fourth Cooperation Framework, **elaborate specific roles, lines of accountability, and responsibilities** for the delivery of joint results, within the context of the UNDP strategic plan, 2008-2011, including actions to be taken collectively to ensure more predictable resources for South-South Cooperation.	2008	SU/SSC and the Executive Office, supported by the Partnerships Bureau, BDP, BCPR, and regional bureaux		
4.2 **Define and obtain approval of memoranda of understanding** and/or action plans with United Nations partners.	2008-2011	SU/SSC and the Partnerships Bureau, supported by BDP and BCPR		

*Status of implementation is tracked electronically in the Evaluation Resource Centre (http://erc.undp.org).